

The Director of Central Intelligence

Washington, D.C. 20505

Intelligence Community Staff

DCI/ICS 83-4282
16 March 1983

LOGGED

Om

18 MAR 1983

Mr. Charles L. Brown
Chairman of the Board
American Telephone and Telegraph Company
195 Broadway
New York, New York 10007

Dear Mr. Brown:

STAT On behalf of [redacted] of the Planning and Policy Staff, I would like to express my appreciation for the efforts of a long list of AT&T people who helped us understand further the issues involved in long-range planning. Specifically, I would like to recognize the efforts of Bob Gradle, Wil Alderson and Walter Blass for arranging our visit and scheduling the briefings we received. Lee Cutcliff, David Brooks, Bob Whitefleet, Walter Rickard and Michael Goodman provided us with a thorough description of your long-range planning process and its relationship to operational planning. In addition, Dave Reiss, Ken Militzer, Tom Powers and Gus Gustafson each provided us with a better understanding of some of the long-range issues confronting AT&T.

While it will take a good deal of time to sort through the volumes of information that was shared, we did note a number of central themes that emerged. The first and probably most significant is that long-range planning cannot be successful without the strong endorsement and encouragement of the Chief Executive Officer. A second was the direct and seamless relationship that exists between the long-range plan and current operating plans. Finally, it was apparent to us that long-range planning is a critical element in the management of a large and well run company.

I hope we can maintain the lines of communications between our two planning offices as I believe that we both could benefit further by sharing our individual experiences. Once again, please accept my expression of appreciation on behalf of those of us who participated in the meeting and our Planning and Policy Staff in general.

Sincerely,

[redacted signature box]

SUBJECT: Letter of Appreciation

Distribution (DCI/ICS 83-4282):

Original - Addressee

- 1 -
- 1 - PPS Chorno
- 1 - PPS Subject
- 1 - ICS Registry

STAT

STAT

DCI/ICS/PPS/ (16 Mar 83)